



UNITED STATES MARINE CORPS
MARINE CORPS WAR COLLEGE
MARINE CORPS UNIVERSITY
2076 SOUTH STREET
QUANTICO, VIRGINIA 22134-5068

IN REPLY REFER TO:
3000
C401
28 Feb 12

DECISION MEMORANDUM

From: Director, Marine Corps War College
To: Commanding General, Education Command

Via: Vice President for Academic Affairs, Marine Corps University

Subj: APPROVED MARINE CORPS WAR COLLEGE MISSION ANALYSIS PRODUCTS

Ref: (a) MCWAR Mission Analysis Decision Brief dtd 21 Feb 12
(b) MCWAR Decision Memo, "Marine Corps War College Educational Objectives" dtd 14 Feb 11

1. Purpose. To officially document the changes to the College's Mission Analysis products as approved by the Commanding General, Education Command on 21 Feb 2012 (reference (a)).

2. Vision Statement. The approved MCWAR Vision Statement reads as follows:

To be the preferred choice for leaders seeking a world-class educational experience in preparation for assuming senior leadership positions in a complex and dynamic security environment - grounded in enduring principles and values while continuously adapting to ensure relevance.

3. Mission Statement. The approved MCWAR Mission Statement reads as follows:

The Marine Corps War College, as the senior PME institution of the Marine Corps, educates selected military and civilian professionals in order to develop critical thinkers, military strategists, joint warfighters, and strategic leaders who are prepared to meet the challenges of a complex and dynamic security environment.

4. Program Outcomes. The approved MCWAR Program Outcomes, originally documented in reference (b), are refined to read as follows:

a. Develop critical thinkers with the broad intellectual foundation required to creatively employ all instruments of national power to meet the challenges of a complex and dynamic security environment.

b. Develop military strategists educated in the profession of arms and in the linkages between ends-ways-means who understand the utility

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(and limitations) of employing force or the threat of force in the pursuit of political objectives..

c. Develop joint warfighters skilled in the employment of joint, interagency, and multinational forces to attain theater-strategic objectives through the design, organization, and conduct of campaigns and major operations in support of national military strategy.

d. Develop strategic leaders who possess the judgment, creativity, communications skills, and ethical grounding required to assume senior leadership positions within their service or agency.

5. Recurring Themes. The approved MCWAR Recurring Themes are as follows:

a. The character of war changes over time but the nature of war is enduring.

b. The "human dimension" is central to war, politics, and diplomacy; consequently, the subjects of leadership, morality, ethics, and the art of command are central to an understanding of the profession of arms.

c. Context matters; many factors (social, cultural, economic, geographic, etc.) shape the way that states and non-state actors use force or threaten to use force to achieve political objectives.

d. The national security environment is inherently complex, dynamic, and unpredictable; not all strategic problems have a solution and every solution is temporal.

e. Consistent success in war and peace requires the integrated application of all instruments of national power.

f. Effective strategists understand the relationships between ends, ways and means in the pursuit of political objectives.

6. Strategic Leader Competencies. The approved MCWAR Strategic Leader Competencies are as follows:

a. Critical thinking.

b. Creative reasoning and problem framing.

c. Communications.

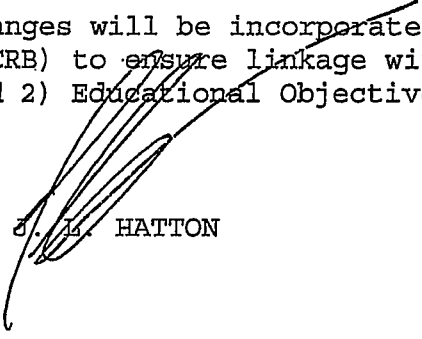
d. Negotiation and consensus building.

e. Judgment and decision-making.

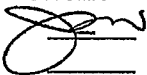
7. Next Steps. All MCWAR policy statements and related documents will be updated to reflect the changes documented in this memorandum.

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Further, the impact of these changes will be incorporated into future Course Content Review Boards (CCRB) to ensure linkage with: 1) Learning Outcomes by course; and 2) Educational Objectives by lesson.

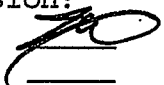

J. L. HATTON

VPAA Recommendation:

Approval 

Disapproval _____

CG, EDCOM Decision:

Approval 

Disapproval _____